



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
THE COMMANDING GENERAL  
UNIT 29351  
APO AE 09014


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6 November 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Command Policy Letter 2, Leadership and Force Readiness

1. Human relations affect force-readiness. The readiness of our units and the quality of our communities depend on a positive human-relations climate—one that allows all soldiers, civilians, and family members to be part of winning teams. In an environment with as high an operating tempo as that in USAREUR, successful mission accomplishment demands a positive command climate.
2. Leaders make a difference. As leaders, we have an obligation to—
  - a. Build high-performance, cohesive teams, and high-quality communities. Our leaders must be tough-minded, but not mean-spirited. They will uphold the Army's seven core values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.
  - b. Display active commitment to maintaining a climate free of discrimination, harassment, and intimidation of any kind, and react quickly to inappropriate behavior. Encourage personnel to use the chain of command, equal opportunity advisers, equal employment opportunity managers, chaplains, staff judge advocates, inspectors general, and other community resources to report and help the chain of command take action against inappropriate behavior.
  - c. Teach young leaders how to counsel their subordinates and how to deal with the normal frictions they can expect in the everyday lives of units. Do this through your leader-development programs. Personal involvement in these programs will set a positive example and contribute to ensuring strong and effective leaders at every level.
3. Everyone deserves to be treated with dignity, fairness, and respect. By upholding these values, leaders can make a positive difference. The total command climate, however, requires a total team effort. Every soldier, civilian, and family member in USAREUR must demonstrate personal commitment to dignity, fairness, and respect, regardless of race, color, religion, gender, age, national origin, physical disability, or mental disability. This mutual respect is the basis for good human relations and fundamental to a strong and ready force.

  
MONTGOMERY C. MEIGS  
General, USA  
Commanding

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